

FIG. 1A

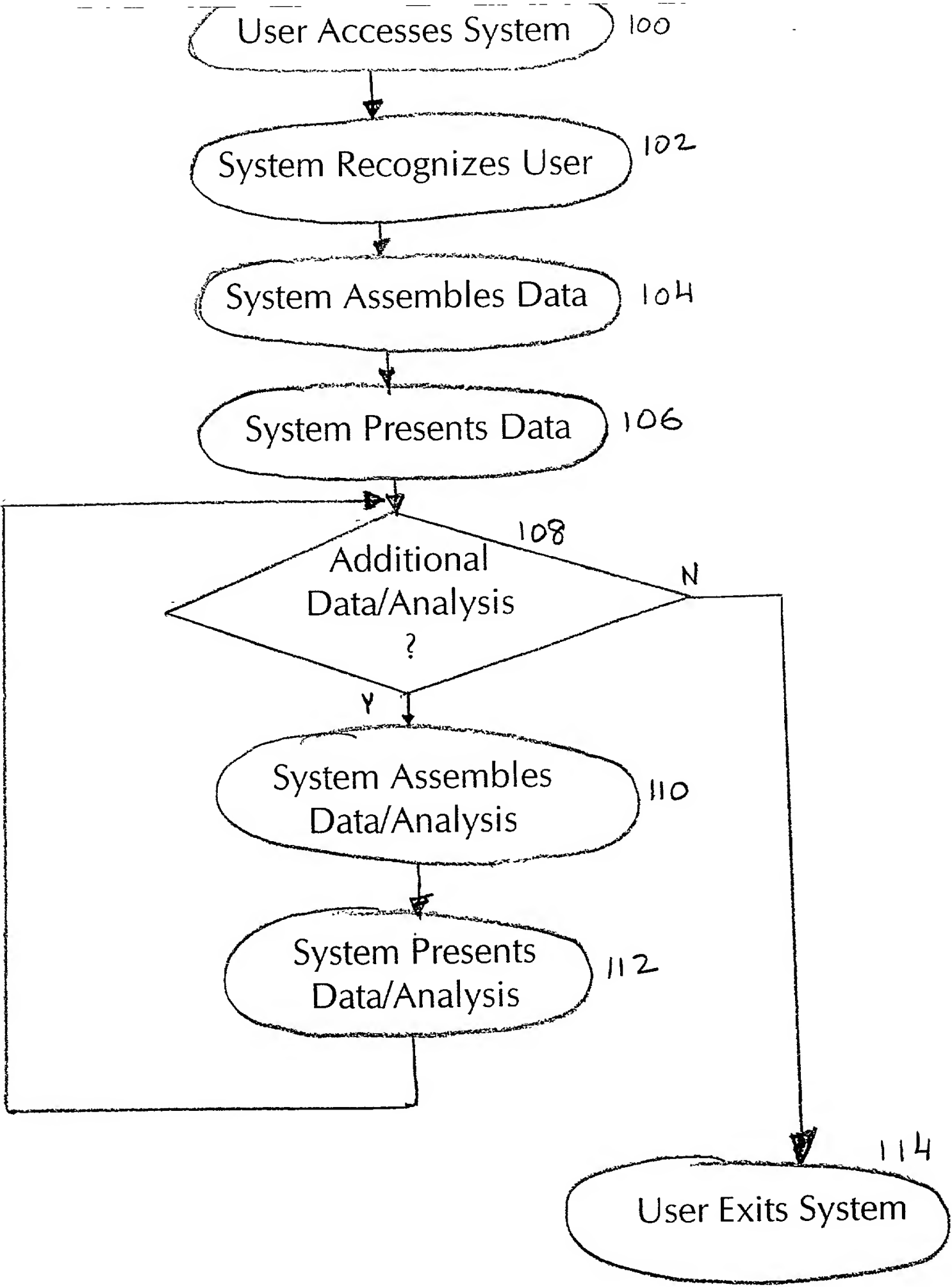


FIG. 1B

FIG. 2

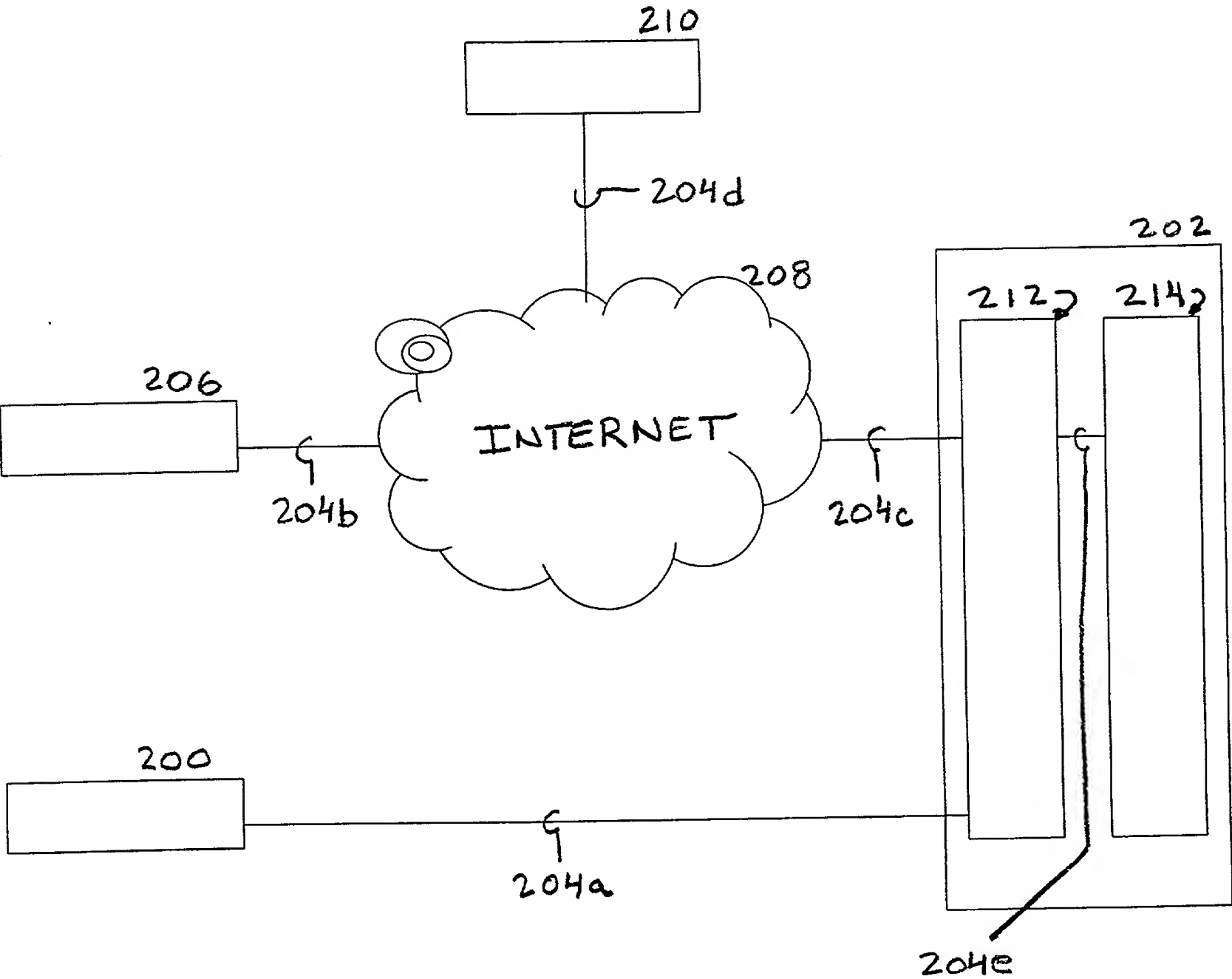


FIG. 2

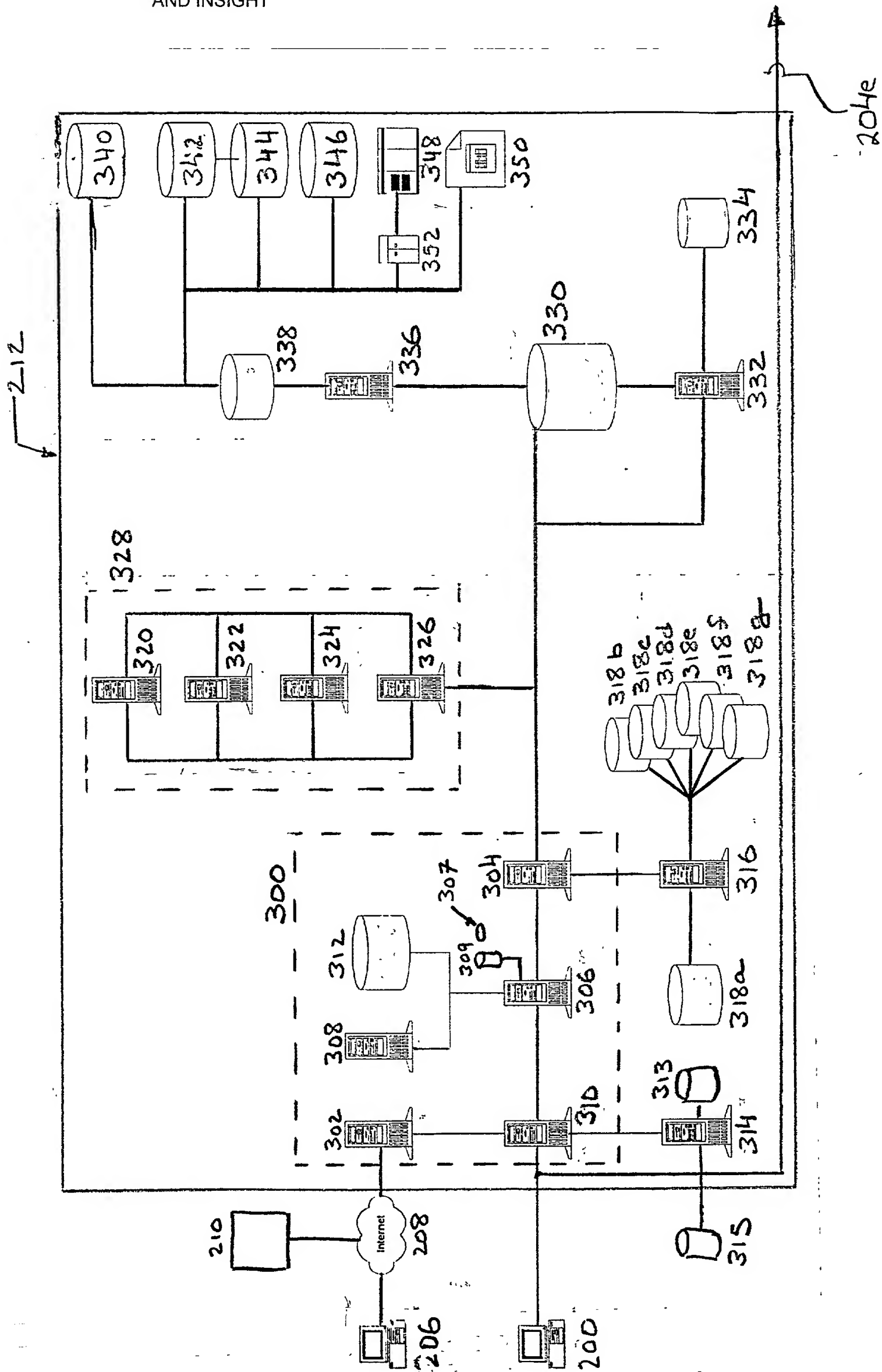


FIG. 3

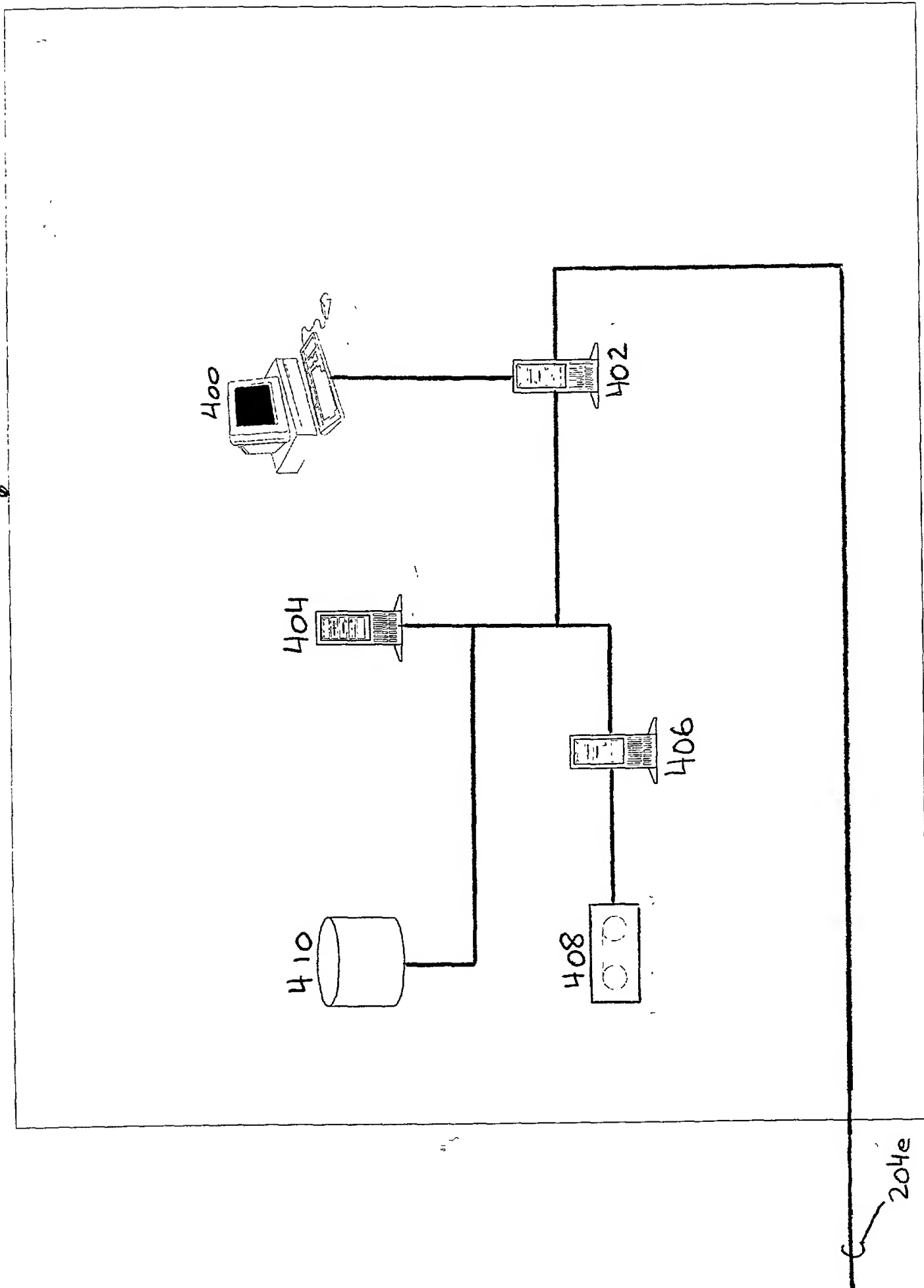


FIG. 5

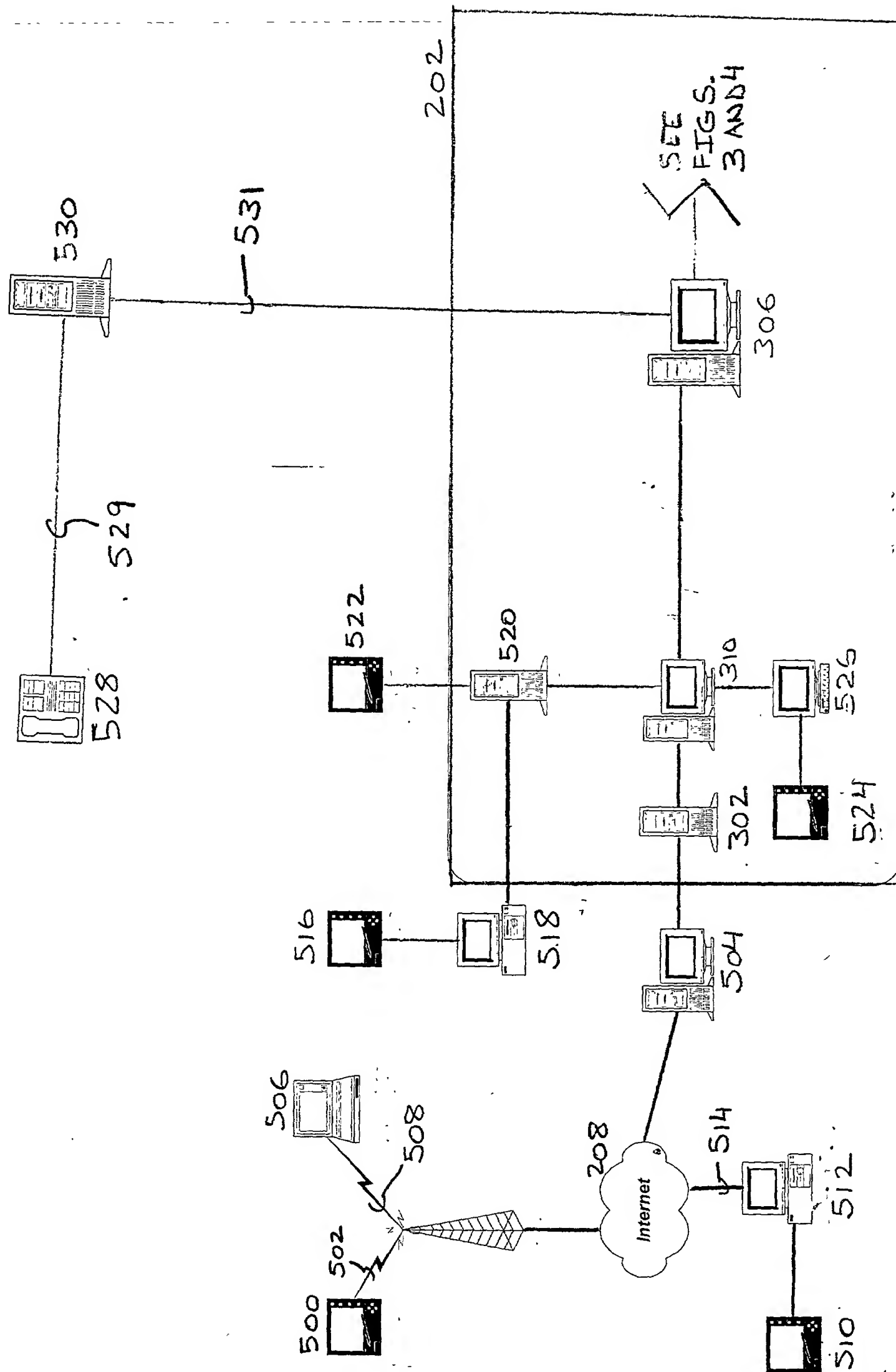


FIG. 5

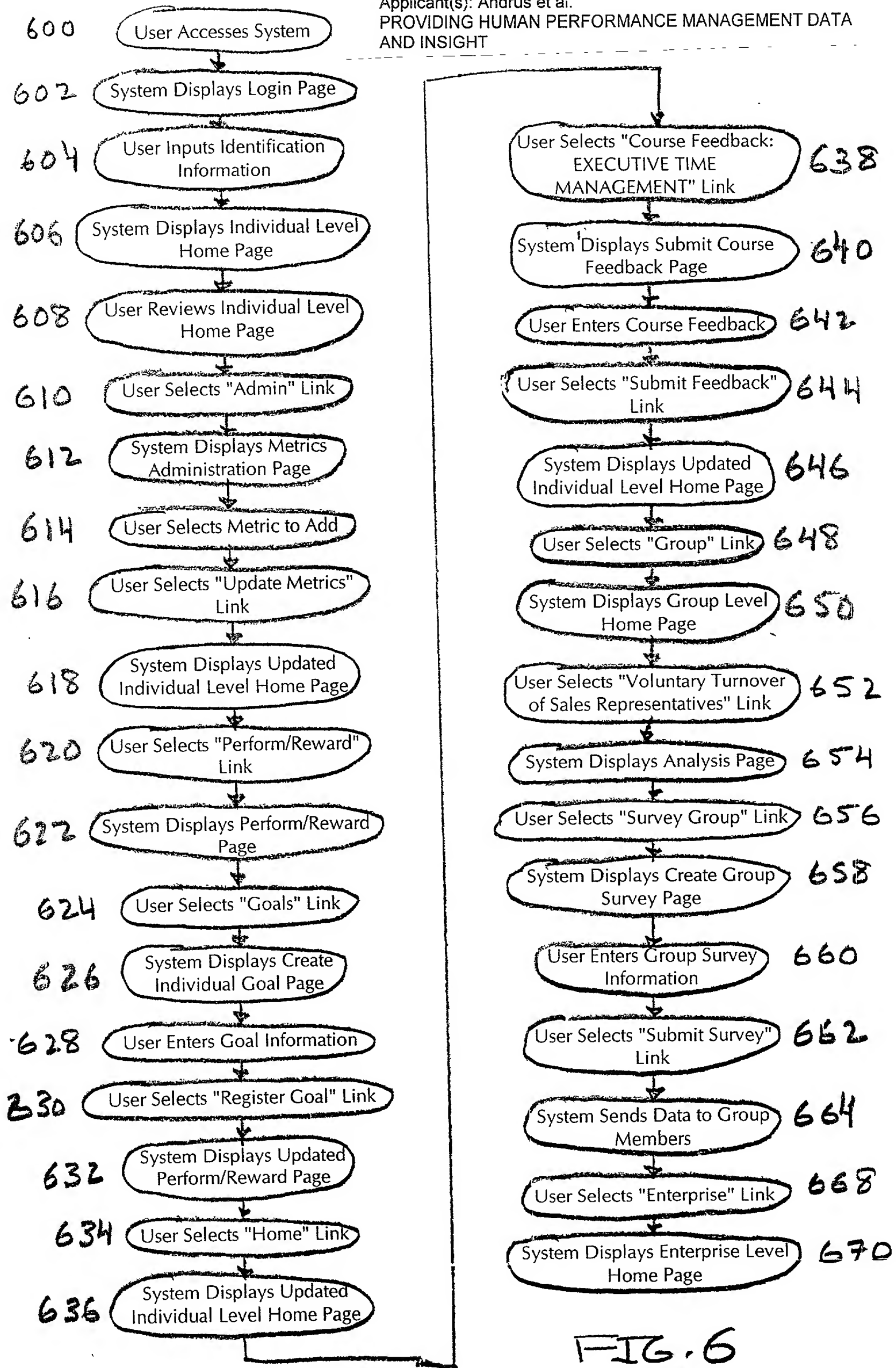
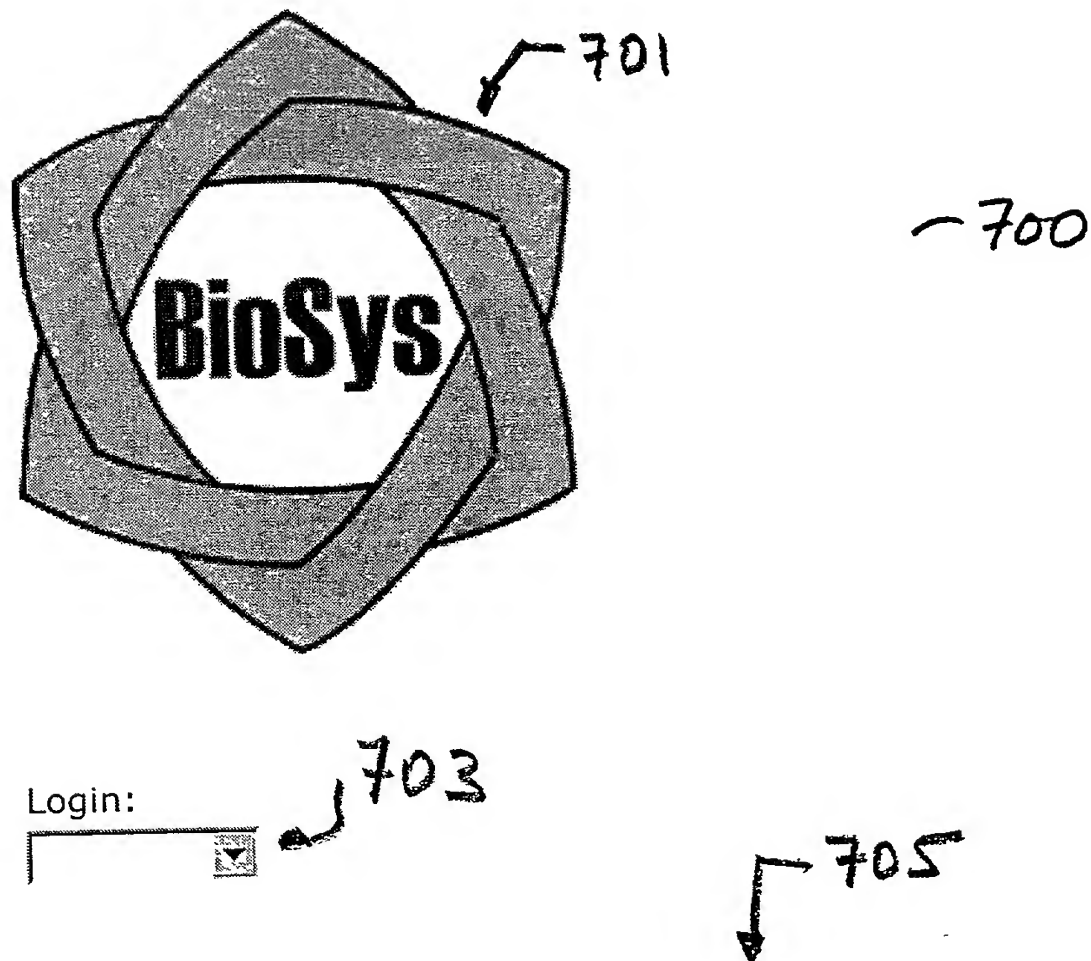


FIG. 6



The system presented represents an implementation of Accenture's vision of Integrated Performance Management.

FIG 7A



ETM Home

702

Logout - Help

John Sullivan

August 14, 2000 - 8:54AM

SCORECARD

Admin

Individual

Group

Enterprise

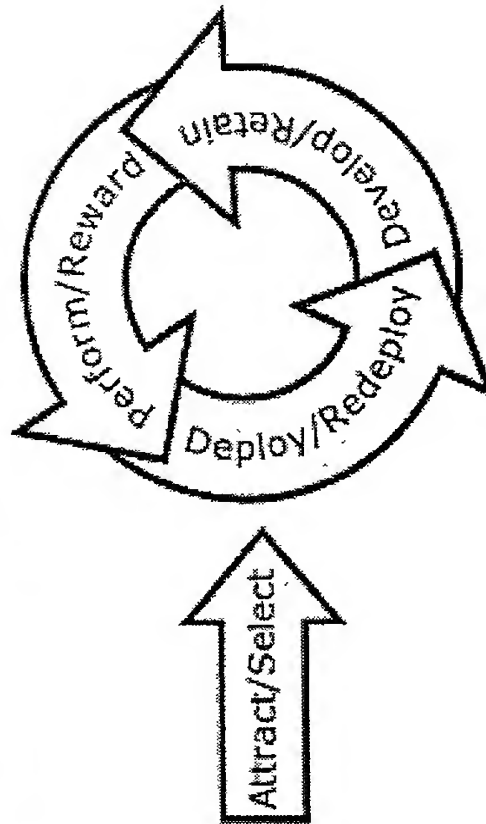
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▼
Development Rate	▼	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▼	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%

INTENTIONS

TALENT EVENTS

Week Month Year



Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	!
Survey: COMMUNICATION	08-15-2000	✓

About BioSys

FIG. 7B

7

704



[Logout](#) - [Help](#)

John Sullivan





Metric Administration

August 14, 2000 - 8:55AM

[Home](#)

Available Metrics

Display

 	<input type="checkbox"/>	% of goals achieved	 
	<input type="checkbox"/>	% of course feedback completed	
	<input type="checkbox"/>	% of on time appraisals	

[About BioSys](#)

FIG. 7C



ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 8:55AM

706

SCORECARD

METRICS

Individual

Group

Enterprise

Admin

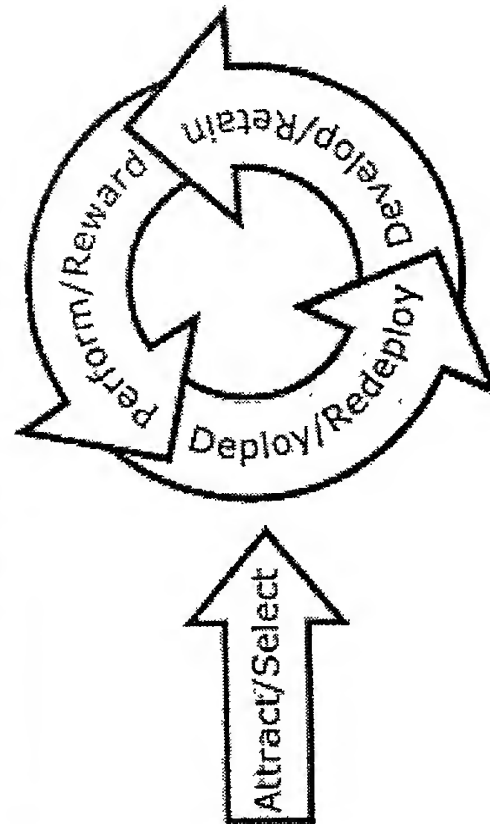
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▼
Development Rate	▼	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▼	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS

TALENT EVENTS

Week Month Year



Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	!
Survey: COMMUNICATION	08-15-2000	✓

FIG. 7D

About BioSys

708



[Logout](#) - [Help](#)

John Sullivan

August 14, 2000 - 8:56 AM

Perform/Reward

[Home](#)

Create:	Modify:	Report:	Snapshot:
Distribute Goals	Update Progress	Goal Report	Item
Create Appraisal	Modify Goals	Appraisal/360 Report	Complete
Create Goal	View Goals	View Published	Total
Create Survey	Perform	Report	Percentage
Publish Survey	Assessment	Comp. Mgmt. Report	
	View Appraisal		
	Take Survey		
	Modify		
Create Categories	Competency		
	View		
	Competency		

Goal
The Goal module supports the setting of performance standards using goals

360
360 is used for upward/downward feedback

Appraisal
Appraisal is for employee assessments

Survey
Survey allows

Competency Management
Competency Management enables organization of performance criteria

[About BioSys](#)

FIG. 7 E

710



[Logout](#) - [Help](#)

John Sullivan

August 14, 2000 - 8:56AM

Create Individual Goal

[Home](#) - [Perform/Reward](#)

Goal Name:

Increase Sales

Creation Date:

08-14-2000

Type:

☐ Short Term

☒ Long Term

Completion Date:

September 14, 2001

Metric Influences:

training hours taken
of new customers
referrals offered
customer satisfaction rating
% deployed time
% of budgeted training taken
group turnover rate
% referrals hired

Description:

Achieve \$200,000 in sales in one year's time.

[Clear](#)

[Register Goal](#)

[About BioSys](#)

FIG. 7F

712



[Logout](#) - [Help](#)

John Sullivan

Perform/Reward

August 14, 2000 - 9:02AM

[Home](#)

Create:	Modify:	Report:	Snapshot:			
Distribute Goals	Update Progress	Goal Report	Item	Complete	Total	Percentage
Create Appraisal	Modify Goals	Appraisal/360	Surveys	4	4	100%
Create Goal	View Goals	Report	Goals	8	9	89%
Create Survey	Perform	View Published	Appraisals	2	9	22%
Publish Survey	Assessment	Report	Total	12	22	55%
	View Appraisal	Comp. Mgmt.				
	Take Survey	Report				
	Modify					
Create Categories	Competency					
	View					
	Competency					

Goal
The Goal module supports the setting of performance standards using goals

360
360 is used for upward/downward feedback

Appraisal
Appraisal is for employee assessments

Survey
Survey allows

Competency Management
Competency Management enables organization of performance criteria

[About BioSys](#)

FIG. 7G

714 ✓



ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:03 AM

Individual

Group

Enterprise

SCORECARD

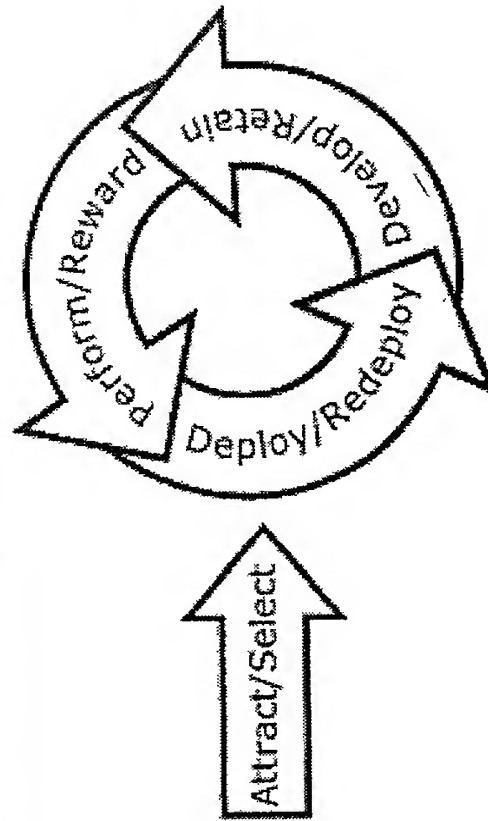
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▼
Development Rate	▼	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▼	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	100%	84%	89%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS



TALENT EVENTS

Week Month Year

Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	!
Survey: COMMUNICATION	08-15-2000	✓

About BioSys

FIG. 7H

716



[Logout](#) - [Help](#)

John Sullivan

Submit Course Feedback

August 14, 2000 - 9:04 AM

[Home](#) - [Develop/Retain](#)

Course:
**Executive Time
Management**

Course Number:
3342

Required:
No

Date(s) Attended:
0 7-31-2000 to 08-04-2000

Classroom:

- 1 ☐
- 2 ☐
- 3 ☒
- 4 ☐
- 5 ☐

Course Materials:

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☒
- 5 ☐

Instructor:

- 1 ☐
- 2 ☒
- 3 ☐
- 4 ☐
- 5 ☐

Overall:

- 1 ☐
- 2 ☒
- 3 ☐
- 4 ☐
- 5 ☐

Additional Comments:

Although the materials were very thorough, I didn't get much out of attending this course. Also, since the materials are available online for 1/3 cost of physically attending, I'd definitely recommend going that route.

[Clear](#)

[Submit Feedback](#)

[About BioSys](#)

FIG. 7 I



ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:08 AM

SCORECARD

Individual

Group

Enterprise

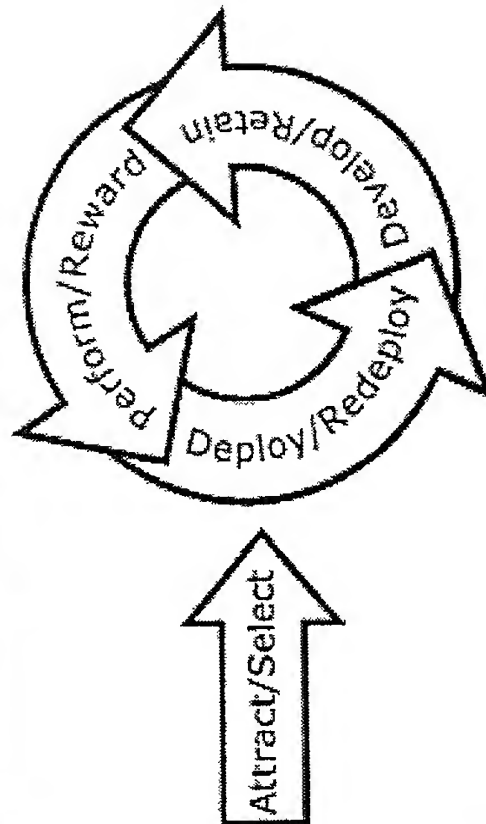
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▲
Development Rate	▲	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▲	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS



TALENT EVENTS

Week Month Year

Survey: COMMUNICATION 08-15-2000 ✓

About BioSys

FIG. 7A

720 ✓



ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:08 AM

- Individual
- Group
- Enterprise

SCORECARD

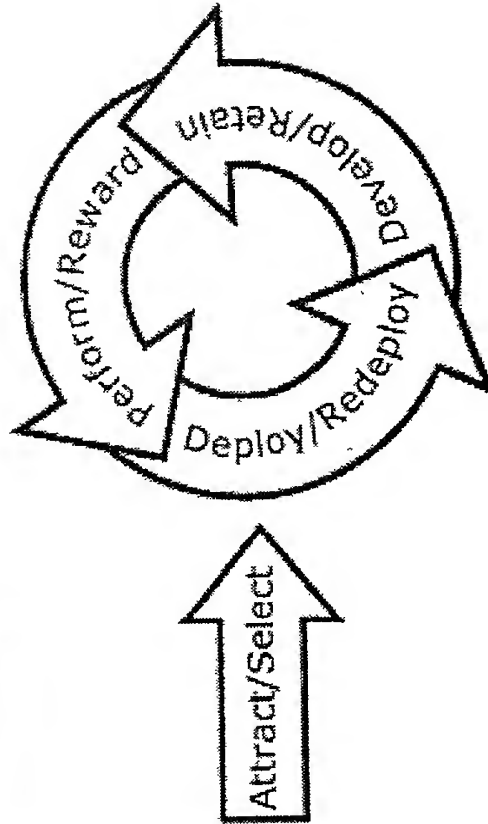
OPERATIONS:		CUSTOMER VALUE:	
Team Deployment Percentage	▲	Customer communication	▼
Voluntary Turnover of Sales Representatives	Ⓢ	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Product Sales	▼	Percent Increase in Global Sales	▲
Percentage of Group Sales Online	▲	Percent Increase in Large Sales	▲

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	95%	84%	90%
% of recent promote performing satisfactorily	100%	92%	100%
% of on time appraisals	100%	45%	65%
% deployed time	80%	71%	78%

INTENTIONS



TALENT EVENTS

Week Month Year

Survey: COMMUNICATION 08-15-2000 ✓

About BioSys

FIG. 7k



Analysis

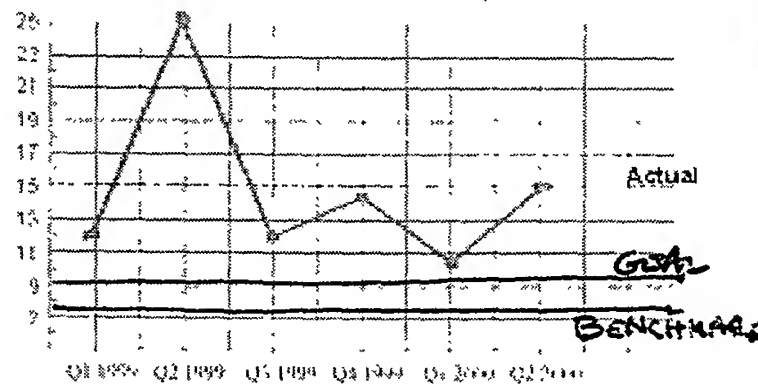
Home

[Logout](#) - [Help](#)

John Sullivan

August 14, 2000 - 9:10 AM

Voluntary Turnover of Sales Representatives



CSR Career Management

A lack of CSR Career Management has the potential to create a mismatch between CSRs and the roles they perform. This may lead to dissatisfaction and, ultimately, turnover. CSRs who do not believe career opportunities exist beyond their current position may become frustrated and look for employment opportunities outside of ACME. Key aspects of career management include performance feedback, recognition, and rewards.

Actual ☒ Goal ☐ Benchmark ☐

INFLUENCERS:

- Corporate Strategy
- Career Management
- Development and Training
- Sales Reps Attraction/Selection

RELATED METRICS:

Metric	Status	Trend Prev Qtr
ACME Turnover Rate	8%	↑ +33%
# of New CSRs Hired	15	↑ +30%
Vacancy Percentage for CSR Positions	5%	↓ -37.5%
# of Internal CSR Promotions	0	↑ N/A
% of Required Evaluations Received per CSR	60%	↑ +23%

ACTIONS:

- ① PROVIDE FEEDBACK, RECOGNITION & REWARDS,
- ① SURVEY GROUP

[About BioSys](#)

COST SAVINGS @ GOAL | \$ 100,000

FIG. 7L

7/20/2000 1:02:07 PM



Create Group Survey

Home - Perform/Reward

Topic:

Employee Insight

Survey Name:

BioSys Satisfaction

Survey Group:

jsullivan03: Sales Reps'

Required:

No ☒ Yes ☐

Question Scale:

1-5 ☐ (1=strongly agree)

Publication Date:

August 14, 2000

Due Date:

August 28, 2000

Creation Date:

08-14-0000 09:26 AM

Question 1:

I am satisfied with my current compensation.

Allow additional comments?

☒ Yes ☐ No

Question 2:

I can accomplish my career goals at BioSys.

Allow additional comments?

☒ Yes ☐ No

Question 3:

I have had adequate training opportunities.

Allow additional comments?

☒ Yes ☐ No

Question 4:

I would consider myself active in the employee mentoring program.

Allow additional comments?

☒ Yes ☐ No

Question 5:

I receive adequate, on time performance feedback.

Allow additional comments?

☒ Yes ☐ No

Question 6:

I am happy with the level of interoffice communication.

Allow additional comments?

☒ Yes ☐ No

Question 7:

I am satisfied with the amount of overtime I am working.

Allow additional comments?

☒ Yes ☐ No

Question 8:

I feel I am challenged in my current position.

Allow additional comments?

☒ Yes ☐ No

Question 9:

I am satisfied with the current facilities and equipment I need to

Allow additional comments?

☒ Yes ☐ No

Question 10:

I feel my ideas and contribution are valued

Allow additional comments?

☒ Yes ☐ No

Add a section for general comments?

☒ Yes ☐ No

Reset Default

Submit Survey

FIG. 7M

About BioSys



ETM Home

- Individual
- Group
- Enterprise

Logout - Help

John Sullivan

August 14, 2000 - 9:26 AM

SCORECARD

OPERATIONS:		CUSTOMER VALUE:	
Turnover Rate	▲	Percentage of Repeat Customers	▼
HR Cost as Percentage of Sales	▼	Number of New Alliances	▲
INNOVATION:		FINANCIAL RESULTS:	
Research and Development Product Pipeline	▼	Earnings Per Share	▼
Number of B2B Transactions	▲	Net Profit Per Employee	▲

Admin

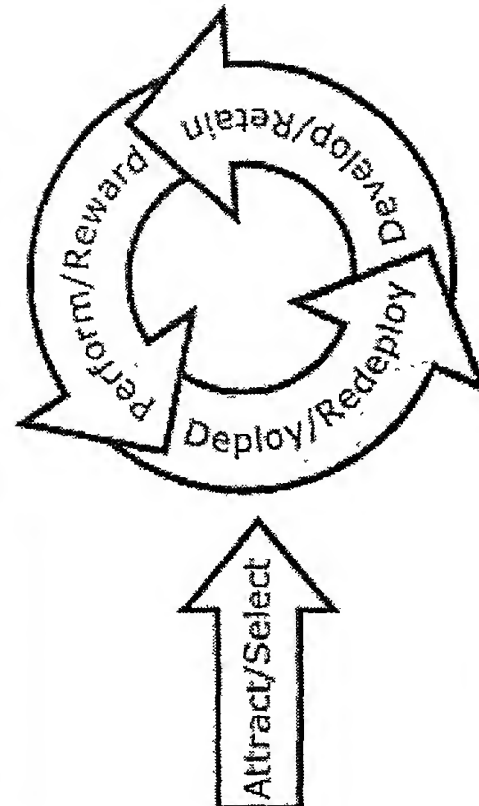
METRICS

NAME	SET	BMK	IND
% of temporary employees	4%	6%	4%
% of experienced hires	60%	73%	62%
% of open positions	6%	8%	7%
offer acceptance rate	57%	43%	61%
turnover of high performers	8%	7%	8%
% of internal promotions	70%	56%	67%

INTENTIONS

TALENT EVENTS

Week Month Year



Survey: COMMUNICATION

08-15-2000

✓

About BioSys

FIG. 7N